

**INFLUENCE OF AGE, EXPERIENCE AND ORGANIZATIONAL ETHICAL
CLIMATE ON JOB SATISFACTION: A Study Among
Public Sector Employees**

A project paper submitted to the College of Business
in partial fulfillment of the requirements for the degree of
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ABSTRACT

This study examines the influence of age, work experience and organizational ethical climate on satisfaction working in the public sector. The objectives of the study are to: 1) examine the relationship between age and job satisfaction, 2) examine the relationship between work experience and job satisfaction, and 3) examine the relationship between organizational ethical climate and job satisfaction. Based on the literature reviews a model of relationship was proposed and developed to examine the relationships between the influence of age, experience and organizational ethical climate on job satisfaction. To examine the relationship of the variables, sample from 100 respondents from various department and division in Ministry of Human Resource, Putrajaya, Malaysia were used. Correlation and multiple regression analysis were used to measure the relationship.

The correlation analysis suggested a positive and significant relationship among five of the organizational ethical climate types on job satisfaction. Rules and procedures climate, efficiency climate, friendship climate, team interest climate, and law and professional climate show a positive and significant relationship to job satisfaction. Meanwhile, age, experience, social responsibility climate, self-interest climate and personal morality climate have low relationship with job satisfaction.

Multiple regression analysis result indicated that only two ethical climate types namely social responsibility climate and friendship climate were found to have significant relationship with job satisfaction.

Based on the findings, further discussion, implication and limitation of the study are also discussed.

ABSTRAK

Kajian ini mengkaji pengaruh umur, pengalaman kerja dan etika iklim organisasi terhadap kepuasan kerja dalam sektor awam. Objektif kajian adalah untuk: 1) mengkaji hubungan di antara umur dan kepuasan kerja, 2) mengkaji hubungan di antara pengalaman kerja dengan kepuasan kerja, dan 3) mengkaji hubungan di antara etika iklim organisasi dan kepuasan kerja. Berdasarkan ulasan-ulasan terdahulu, satu model hubungan telah dicadangkan dan dibangunkan untuk mengkaji hubungan antara umur, pengalaman kerja dan etika iklim organisasi terhadap kepuasan kerja. Bagi menguji hubungan pembolehubah-pembolehubah di dalam model ini, sampel daripada 100 responden dari Kementerian Sumber Manusia, Putrajaya, Malaysia digunapakai. Seterusnya, analisis korelasi dan analisis regresi telah dijalankan bagi menguji hubungan tersebut.

Analisis korelasi telah menunjukkan satu hubungan yang signifikan dan positif antara lima etika iklim organisasi terhadap kepuasan kerja. Lima etika iklim organisasi tersebut adalah iklim peraturan dan prosedur, iklim kecekapan/efisien, iklim persahabatan, iklim kepentingan berpasukan/berkumpulan dan iklim undang-undang dan kod profesional, menunjukkan hubungan yang positif terhadap kepuasan kerja. Sementara itu, faktor umur, pengalaman kerja, iklim tanggungjawab sosial, iklim kepentingan diri dan iklim moral peribadi mempunyai hubungan yang rendah dengan kepuasan kerja.

Keputusan analisis regresi menunjukkan bahawa antara semua faktor pembolehubah bebas, hanya iklim tanggungjawab sosial dan iklim persahabatan menunjukkan hubungan terhadap kepuasan kerja.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

One of the Government's priorities in the 9th Malaysian Plan is human capital development (Abdullah, 2006). The government has been streamlining the management systems and administration by launching campaigns which serves as circulars and guidelines in human resources management in order to elevate the public services. However problems still arise pertaining to integrity, courtesy and positive attitude of employees (Osman, 2005).

Normally, employees with positive emotions said to be more enthusiastic, more energetic and enjoy about their work. According to Locke (1976), an employee will be more satisfied with the work if the job characteristics and work environment in line with personal values and career expectations. Those positive emotions can enhance the ability to make decisions and solve problems with an innovative, flexible and creative. Therefore, not surprising that they have reported the positive emotions that have a higher work satisfaction. To produce civil servants whom are dedicated and enjoy working, there is a need to identify factors that can influence to job satisfaction.

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